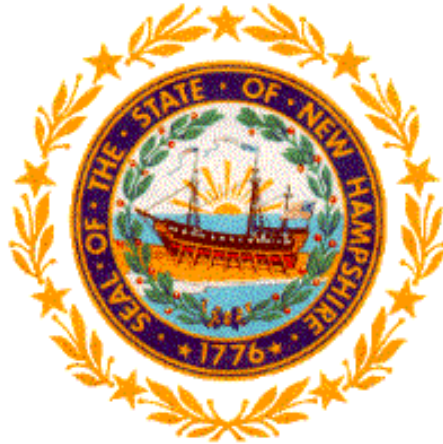


STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES

*Division for Behavioral Health Services*



***Supported Employment Fidelity Assessment***

**for**

***Community Partners***

Conducted on November 10, 2016

Final Report issued December 20, 2016

## Contents

I. ACRONYMS.....	3
II. EXECUTIVE SUMMARY .....	4
III. BACKGROUND AND PURPOSE .....	7
IV. REVIEW SCOPE AND PROCESS (METHODOLOGY) .....	7
V. AGENCY OVERVIEW.....	7
VI. REVIEW FINDINGS AND RECOMMENDATIONS / REQUIREMENTS.....	8
VII. CONCLUSIONS AND NEXT STEPS .....	15
VIII. FIDELITY REVIEW TRENDS: .....	15

## I. ACRONYMS

ACT	Assertive Community Treatment
BMHS	Bureau of Mental Health Services
CMHA	Community Mental Health Agreement
CMHC	Community Mental Health Center
CSP	Community Support Program
DHHS	Department of Health and Human Services
EBP	Evidence-Based Practice
LU	Low Service Utilization
MH	Mental Health
NH	New Hampshire
NHH	New Hampshire Hospital
PSA	Peer Support Agency
PIP	Program Improvement Plan
QA	Quality Assurance
QAI	Quality Assurance and Improvement
QSR	Quality Service Review
SE	Supportive Employment
SMI	Severe Mental Illness
SPMI	Severe and Persistent Mental Illness
VR	Vocational Rehabilitation

## II. EXECUTIVE SUMMARY

The Fidelity Team was pleased with the enthusiasm for the Supported Employment (SE) Practice exhibited from all levels at Community Partners. This fidelity assessment was different in that there is not an active SE program in place due to staff departures over the past few months. Continuous efforts are underway to hire staff, but at the time of the assessment, the agency had been unsuccessful in this endeavor. Aspects of the practice continue to some extent via the services of non-SE staff and use of Vocational Rehabilitation to fill in some of the gaps. The agency recognizes that this is not Evidence-Based Supported Employment, but also recognizes the value of work for many consumers and is making a best effort to fulfill this need.

The outcome of this review for Community Partners is the achievement of “Not Supported Employment” rating with a score of 48 out of a possible 125 points. There were many areas of strengths noted, and are listed in the Highlights section below. Several areas could be strengthened, as are listed in the Areas of Focus section below.

### **Highlights:**

**Consumer Satisfaction:** The Fidelity Team (“Team”) spoke with consumers who had received SE services within the past year. They spoke highly of the support, the opportunity to participate in “practice interviews”, the ability to decide for themselves if/how to disclose, and how they hope staff will be hired soon to resume work in this service area.

**Enthusiasm and support for the practice:** This was apparent from all sources of information (record reviews, staff interviews and consumer input). There was (when the practice was in full operation) a clear commitment to the practice. That value remains in the modified version of SE that is in place at this time. There are strong building blocks for the practice to resume, once staff are hired and trained.

**Individualized services:** The consumers who received SE services (past and present) clearly had their services individualized to their preferences. Three of the ten charts reviewed involved exploring and supporting consumers in their efforts to become self-employed. One effort involved exploring if a few hours of work at a fabric store, in order to receive the staff discount, would further save on materials for the self-employed business to thrive.

**The use of Vocational Rehabilitation Services:** Vocational Rehabilitation (VR) was in use prior to the staff departures and has since played a stronger role in continuing to help consumers with finding new work and/or exploring possible benefit impact.

## **Areas of focus (by Section I, II, III, and Item 1,2,3,...):**

This was, as previously stated, an unusual Fidelity assessment to conduct. Rather than give feedback on areas of focus for the BMHS 2016 assessment, feedback will be given for the 2015 self-assessment. Many of the low scores from the 2016 assessment were due to the fact that the agency was not running a Supported Employment program due to not having any staff. Areas that needed improvement from the 2015 assessment will need to continue to be a focus upon hiring of staff and re-implementing the service.

### ***I. 1. Caseload size***

***Recommendation:*** Aim to have caseloads for each SE Specialist 20 or lower.

### ***II. 5. Role of Employment Supervisor***

The Employment Supervisor needs to fulfill all roles associated with the position.

***Recommendation:*** Aim for the supervisor to carry out all five key roles: 1) full time supervisor is responsible for no more than 10 SE Specialists and does not have any other responsibilities; 2) conducts weekly SE supervision; 3) communicates with mental health treatment team leaders to ensure that services are integrated and to be a champion for the value of work. Attends a meeting for each treatment team on a quarterly basis; 4) accompanies SE Specialists, who are new or having difficulty with job development, in the field monthly to improve skills; and 5) reviews current consumer outcomes with SE Specialists and set goals to improve performance at least quarterly.

### ***II. 6. Zero Exclusion Criteria***

A rating of “3” had been made due to an apparent lack of perceived job readiness.

***Recommendation:*** Aim to have a service that provides access to all consumers who are interested in working.

### ***II. 7. Agency focus on employment***

This is an area that is higher in the BMHS 2016 fidelity than the 2015 self-fidelity; so no recommendations will be made.

### ***II. 8. Executive Team support for Supported Employment***

This is another area that increased from the 2015 self-fidelity rating of 1 to the 2016 BMHS fidelity rating of 3. There continue, however, to be aspects in this area that preclude a higher rating.

**Recommendation:** Aim to have an agency process that includes an explicit review of the SE Program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process used the results of the fidelity assessment to improve SE implementation and sustainability. Aim to ensure the agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually. This item is not delegated to another administrator.

### **III. 1. Work incentives planning**

**Recommendation:** Aim to have SE Specialists offer assistance in work incentives planning and refer to someone who is trained to offer specific work incentives planning, or create a position in the agency to offer specific, individualized work incentives planning to all consumers in the agency; not just those involved in SE.

### **III. 6. Job development-Frequent employer contact**

There is not a mechanism to track this activity.

**Recommendation:** Aim to develop a process for tracking job development. Aim for 5 face-to-face employer contacts per week that are consumer-specific.

### **III. 10. Competitive Jobs**

The agency scored a “5” in their self-fidelity and a “4” in the BMHS 2016 fidelity. However, given the use of an agency devoted to hiring persons with a disability, this does not follow the Supported Employment model.

**Recommendation:** Aim to have all employers be ones that anyone can apply to for a job.

### **III. 12. Time unlimited follow-along support**

**Recommendation:** Aim to have SE Specialists have face-to-face contact with working consumers weekly for the first month after starting a job, and at least monthly for a year or more, on average, after working steadily, and desired by consumers.

### ***III. 14. Assertive engagement and outreach by integrated treatment team***

This was an area in which documentation would have helped assess the degree in which these activities occurred.

**Recommendation:** Aim for use of all 6 strategies for engagement and outreach to be used.

## **III. BACKGROUND AND PURPOSE**

This report describes Individual Placement and Support/Supported Employment (IPS/SE) services at Community Partners. The fidelity review is considered an integral component to complement and validate self-fidelity measures and is intended to promote and assure fidelity to the Dartmouth IPS model and compliance with the Community Mental Health Agreement (CMHA).

## **IV. REVIEW SCOPE AND PROCESS (METHODOLOGY)**

The SE Fidelity Review Team conducted an on-site IPS/SE Fidelity Review on November 10, 2016. This review consisted of:

1. An agency orientation by QA staff and the CSP Director (30 minutes)
2. A meeting with the Executive director and the QA Director (30 minutes)
3. Interview with the Clinical Leader (1 hour)
4. Interview with an SE consumer (1 hour)
5. Chart reviews (2.5 hours)
6. Interview with a second consumer (1 hour)
7. An exit meeting (30 minutes)

The Supported Employment Fidelity Scale was completed following the visit independently by each member of the SE Fidelity Review Team. A subsequent meeting was held in order to develop consensus scoring results. The scale is divided into three sections: including staffing, organization and services. Each item is rated on a 5-point response formation ranging from 1= no implementation to 5= full implementation with intermediate numbers representing progressively greater degrees of implementation. Agencies that fully implement IPS Supported Employment according to the scale criteria have shown to have higher competitive employment rates than those that do not. The following sections address the three areas based on the visit.

## **V. AGENCY OVERVIEW**

Community Partners is the designated Community Mental Health Center for the region. It offers services to adults with mental illness such as targeted case management, therapy, functional

support services, nursing and psychiatric services. It also offers nationally recognized Evidence Based Practices including Illness, Management and Recovery, Assertive Community Treatment and Supported Employment <http://www.communitypartnersnh.org>.

## VI. REVIEW FINDINGS AND RECOMMENDATIONS / REQUIREMENTS

### I. Staffing:

1. Caseload size:	<b>SCORE = 1 out of 5</b>
-------------------	---------------------------

Reports and interviews support that there was a ratio of 41 or more consumers per SE Specialist. While there was one SE Specialist on the ACT (Assertive Community Treatment) team, he had also given notice and was cutting back on his services. There were 20 consumers on the SE waiting list in addition to the SE consumers who had been receiving SE services when the staff departures began in July 2016.

2. Employment services staff:	<b>SCORE= 1 out of 5</b>
-------------------------------	--------------------------

Records reviewed, interviews with supervisors, and consumers revealed that there are not any Employment Specialists to provide employment-related services. It was clear to the Team that in the past, when the service was more robust, SE staff provided only SE services.

3. Vocational generalists:	<b>SCORE = 1 out of 5</b>
----------------------------	---------------------------

Records reviewed, interviews with supervisors, and consumers revealed that Vocational Rehabilitation is providing most of the current SE services. Employment Specialists, in the past, carried out all six phases of employment services (e.g., program intake, engagement, assessment, job development/placement, job coaching and follow-along supports).

### II. Organization:

1. Integration of rehabilitation with mental health treatment thru team assignment:	<b>SCORE = 1 out of 5</b>
---	---------------------------

There are not any SE Specialists attached to any teams, save for the one, soon-to-be departed, ACT SE Specialist. There are 2 teams that meet twice a week at Community Partners. The practice, when fully operational, used to have each SE Specialist (there were two, plus a Leader) attend at least one of the team meetings per week.



2. Integration of rehabilitation with mental health treatment thru frequent team member contact:	<b>SCORE= 1 out of 5</b>
--	--------------------------

Records reviewed and interviews with supervisors revealed that one key component is present: 1) Employment Specialists' offices are in close proximity to (or shared with) their mental health treatment team members, even if the offices are empty. The ACT SE Specialist's work area is with other ACT Team members. The Team found lacking, either due to not having a current service in place or due to internal functioning, the following components: 1) Employment Specialists attend weekly mental health treatment team meetings; 2) Employment Specialists participate in treatment team meetings with shared decision-making; 3) Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into a consumer's mental health treatment record; and 5) Employment Specialists help the team think about employment for people who have not yet been referred to Supported Employment services.

3. Collaboration between Employment Specialists and Vocational Rehabilitation (VR) counselors:	<b>SCORE= 1 out of 5</b>
--	--------------------------

Records reviewed and interviews with supervisors revealed that Employment Specialists and VR counselors do not communicate. There are references to the use of VR, and there are some communications, but they are made by Functional Support Services staff or others within the agency, and not by SE staff.

4. Vocational unit:	<b>SCORE= 1 out of 5</b>
---------------------	--------------------------

Interviews with supervisors and consumers revealed that SE Specialists are not part of a vocational unit with the agency. This is due to the staff vacancies.

5. Role of employment supervisor:	<b>SCORE= 1 out of 5</b>
-----------------------------------	--------------------------

Interviews with supervisors revealed that none of the key roles of the employment supervisor are present. The Fidelity Review Team found the following five roles missing: 1) the SE Leader conducts weekly Supported Employment supervision designed to review consumer situations and identify new strategies and ideas to help consumers in their work lives; 2) the SE Leader communicates with mental health treatment team leaders to ensure that services are integrated, to problem-solve programmatic issues (such as referral process, or transfer of follow-along supports to mental health workers) and to be a champion for the value of work. The Leader attends a meeting for each mental health treatment team on a quarterly basis; 3) one full-time equivalent (FTE) supervisor is responsible for no more than 10 Employment Specialist. The SE

Leader does not have other supervisory responsibilities (Program leaders supervising fewer than ten Employment Specialists may spend a percentage of time on other supervisory activities on a pro-rated basis. For example, a SE Leader responsible for 2 Employment Specialists may be devoted to SE Supervision half time); 4) the SE Leader accompanies Employment Specialists, who are new or having difficulty with job development, in the field monthly to improve skills by observing, modeling, and giving feedback on skills, e.g. meeting employers for job development; 5) the SE Leader reviews current consumer outcomes with Employment Specialists and sets goals to improve program performance at least quarterly. The Fidelity Review Team learned that as soon as staff are hired, even if hired before the SE Leader, staff will be trained by other CMHC SE Leaders; the CSP Director has reached out to others in the area and has secured agreements to work with their staff.

6. Zero exclusion criteria:	<b>SCORE = 1 out of 5</b>
-----------------------------	---------------------------

Interviews with supervisors and consumers, as well as observations revealed that there was no evidence of formal or informal exclusion when the practice was fully implemented. However, since there is no program to refer for SE, all interested consumers are excluded.

7. Agency focus on competitive employment:	<b>SCORE = 4 out of 5</b>
--	---------------------------

Reviews of records, interviews with supervisors and consumers, revealed that the Agency promotes competitive work through four strategies. The Fidelity Review Team saw that: 1) the Agency Intake includes questions about the consumer's interest in employment; 2) the Agency includes questions about interest in employment on all annual (or semiannual) assessment or treatment plan reviews. This was observed in the record reviews of a specific notation in the annual update about a referral to SE and documentation about why a referral was not made if the answer was "no"; 3) the Agency displays written posting (e.g., bulletin boards, posters) about working and Supported Employment services, in the lobby or other waiting areas. There were posters within the Center about SE services and it is mentioned on the website; 4) the Agency measures rate of competitive employment on at least a quarterly basis and shares outcome with agency leadership and staff. Penetration rates are shared with staff. The one area missing was; 1) the Agency supports ways for consumers to share work stories with other consumers and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at consumer treatment groups, etc...) at least twice a year. There are many avenues for other staff to learn about employment successes ("success stories" are shared in team meetings, for example), but none for consumers. There are discussions planned to have one of the consumers who met with the Team to share her success with other consumers (so that they can see "the marriage between therapeutic and business goals"-her words), but this had not occurred at the time of the assessment.

8. Executive support for Supported Employment:	<b>SCORE= 3 out of 5</b>
--	--------------------------

Interviews with supervisors revealed that four key components of Executive team support are present. The Fidelity Team observed that the following were present: 1) the Executive Director and Clinical Director demonstrate knowledge regarding the principles of Evidence-Based Supported Employment; 2) at least one member of the Executive team actively participates at SE leadership team meetings (steering committee meeting) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation and the service delivery system. Community Partners has an EBP Steering Committee that meets weekly. Committee develops written action plans aimed at developing or sustaining high fidelity services; 3) the SE Leader shares information about Evidence-Based Practice (EBP) barriers and facilitators with the Executive team (including the Executive Director) at least twice each year. There had not been a SE Leader for the Agency for a few weeks prior to the assessment, but this had occurred in the past year. The Executive Team help the SE Leader identify and implement solution to barriers. The Team found that the following component was missing: 1) the agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (e.g. SE kickoff, all-agency meetings, agency newsletters, etc...). This item is not delegated to another administrator; 2) the Agency QA process includes an explicit review of the SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity scale or until achieving high fidelity and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability. The Review Team learned that the QA Director conducts an annual Self-Fidelity assessment; the last one was done in September 2015 and the results were not a high fidelity program.

### **III. SERVICES:**

1. Work incentives planning:	<b>SCORE= 1 out of 5</b>
------------------------------	--------------------------

Reviews of records, interviews with supervisors and consumers revealed the work incentives planning process at Community Partners vis a vis Supported Employment is not readily available to most consumers served by the agency. Referrals to Vocational Rehabilitation and Granite State Independent Living were noted in the records of recipient of SE services. SE Specialists are not available to provide this service.

2. Disclosure:	<b>SCORE= 4 out of 5</b>
----------------	--------------------------

Reviews of records, supervisors and consumers revealed that three components regarding disclosure are present. The Team found that; 1) Employment Specialists do not require all consumers to disclose their psychiatric disability at the work site in order to receive services; 2) Employment Specialists offer to discuss with consumers the possible costs and benefits (pros and cons) of disclosure at the work site in advance of consumers disclosing at the work site. Employment Specialists describe how disclosure related to requesting accommodations and the employment specialist's role in communicating with the employer; 3) Employment Specialists discuss specific information to be disclosed (e.g. disclose receiving mental health treatment or presence of a psychiatric disability, or difficulty with anxiety or unemployed for a period of time, etc...) and offers examples of what could be said to employers. The area the Team found missing was; 1) Employment Specialists discuss disclosure on more than one occasion (e.g. if consumers have not found employment after two months or if consumers reports difficulty on the job). There was only one chart reviewed that referenced disclosure and it was documented as having been discussed only once. The Team was unable to speak with current practitioners of the practice to know if this was something that did occur regularly.

3. Ongoing work-based vocational assessment:	<b>SCORE = 4 out of 5</b>
--	---------------------------

Review of records, interviews with supervisors and consumers and revealed that the vocational assessment is not updated on a regular basis. There were vocational assessments in the records, that had been conducted over 2-3 sessions, but some were incomplete. Given the staff vacancies over the past several months, many had not been updated.

4. Rapid job search for competitive job:	<b>SCORE = 3 out of 5</b>
--	---------------------------

Review of records, interviews with supervisors and consumers resulted in learning that the first face-to-face contact with an employer by the consumer or the Employment Specialist about a competitive job is on average between 61 days and 150 days after program entry. This aspect of the service has not been provided regularly for a few months due to the staff vacancies. Record reviews of prior services indicate this was more robust, when staff filled the positions, than it has been in the past several months.

5. Individualized job search:	<b>SCORE= 1 out of 5</b>
-------------------------------	--------------------------

Review of records, interviews with supervisors and consumers revealed that less than 25% of employer contacts by the SE Specialists are based on job choices which reflect consumers'

preferences rather than the job market. This rating was made due to the lack of any SE Specialists making contact with employers. Previous practices, when the services were offered in a higher fidelity model, revealed that this was one area where the agency shined. 3 of the 10 records reviewed reflected very specific actions by the SE Specialists to fully explore consumers' desires to be self-employed. One of the consumers who met with the Team described in full detail the development of her business plan, the networking she participates in with other local business leaders, setting up a website for her business and other activities that she and the SE Specialist engaged in a year prior. Another record described a consumer interested in cosmetology, specifically funeral cosmetology. The SE Specialist spoke with several area funeral directors about his interest. It was unclear if this was a possibility for employment; the consumer was nonetheless enrolled in cosmetology school towards the end of his tenure with SE services.

6. Job development-Frequent employer contact:	<b>SCORE = 1 out of 5</b>
---	---------------------------

Review of records, interviews with supervisors and consumers revealed that Employment Specialists make less than 2 face-to-face employer contacts that are consumer-specific per week. This rating is once again made due to the staffing constraints facing the agency; there aren't any SE Specialists to make contacts.

7. Job Development-Quality of employer contact:	<b>SCORE = 1 out of 5</b>
---	---------------------------

Review of records, interviews with supervisors and consumers revealed that Employment Specialists rarely make employer contacts. This had not been the case earlier, when the practice was stronger, as evidenced by chart reviews.

8. Diversity of job types:	<b>SCORE=3 out of 5</b>
----------------------------	-------------------------

Review of records, interviews with supervisors and consumers revealed that Employment Specialists assist consumers obtain different types of jobs 60-69% of the time. There were 14 consumers employed within a month from the time of the visit working in jobs ranging from artist, to cashier, to customer service. There were 2 jobs listed without a job title; one at Temp agency and one at a medical manufacturing facility. Of the 9 job titles that could be assessed, "cashier" was listed 3 times (with 2 different employers), "mess attendant" was listed twice with the same employer, and "customer service" with 2 different employers was listed twice. Two job titles are "allowed" to be repeated per 10 employed consumers. The result was 64% of the jobs are diverse.

9. Diversity of employers:	<b>SCORE = 5 out of 5</b>
----------------------------	---------------------------

Review of records, interviews with supervisors and consumers revealed that Employment Specialists assist consumers obtain jobs with different employers 85-100% of the time. There were 12 different employers of the 14 employed consumers. One consumer was self-employed. A doughnut chain was listed twice; and a company that specializes in hiring people with disabilities was listed twice. Two identical employers per 10 employed consumers is “allowed” in the scoring. The result was 85% of the employers were diverse.

10. Competitive jobs:	<b>SCORE = 4 out of 5</b>
-----------------------	---------------------------

Review of records, interviews with supervisors and consumers revealed that 85% of the jobs are permanent and/or competitive. There were only 4 jobs that had hourly pay provided, but in assessing the job types and/or employers, the pay would have been at least minimum wage (nationally or locally known businesses). 12 of the jobs were permanent; one was temporary and one was seasonal, but were jobs that anyone in the community could apply for and are therefore “allowed”. Two of the jobs (“mess attendant”) were with an organization (CW Resources) for whom jobs are set aside for individuals with disabilities. This was discovered by an Internet search and their home page indicates that they work in New Hampshire. Their website states on the homepage <https://www.cwresources.org>:

“Welcome to CW Resources, Inc. ‘... an award winning organization and business providing meaningful and prestigious employment opportunities for persons with disabilities, veterans, wounded warriors and economically disadvantaged...’”.

11. Individualized follow-along supports:	<b>SCORE = 1 out of 5</b>
---	---------------------------

Review of records, interviews with supervisors and consumers revealed that most consumers do not receive supports after starting a job. Once again, the vacancies in the agency contributed to this score. One consumer spoke in very high regard for the services she had received in this area; but it was close to a year prior and not reflective of current or even recent-past experiences.

12. Time-unlimited follow-along supports:	<b>SCORE = 1 out of 5</b>
---	---------------------------

Review of records, interviews with supervisors and consumers revealed that Employment Specialists do not meet face-to-face with the consumer after the first month of starting a job. Chart documentation was not clear if this had been happening in the past, or just not happening at all.

13. Community-based services:	<b>SCORE = 1 out of 5</b>
-------------------------------	---------------------------

Review of records, interviews with supervisors and consumers revealed that Employment Specialists spend 30% or less of total scheduled work hours in the community. “Supported Employment Lite” was the current service being offered to consumers by Functional Support Service workers; not SE Specialists. Services were being offered in the community at the time of the assessment. Reflecting back to when the program was more robust, it was clear that services were offered in the community. Billing codes likewise reflected community based work.

14. Assertive engagement and outreach by integrated treatment team:	<b>SCORE = 1 out of 5</b>
---	---------------------------

Reviews of records, interviews with supervisors and consumers revealed that two or less strategies for engagement and outreach are used. The Team found evidence of: 1) service termination is not based on missed appointments or fixed time limits. The areas found lacking were; 1) engagement and outreach attempts are made by integrated team members; 2) multiple home/community visits occur; 3) coordinated visits by Employment Specialists with integrated team member; 4) connect with family, when applicable. The one area found lacking was: 1) systematic documentation of outreach attempts.

### **IPS SE Fidelity Scale Results: Not Supported Employment**

**TOTAL Score = 48**

## **VII. CONCLUSIONS AND NEXT STEPS**

Community Partners’ score of 48 and the Not Supported Employment result is admirable considering the fact that the service of Supported Employment has not been offered in full capacity for several months prior to the assessment. There are some strong building blocks, based on assessments of prior activities, from which the agency can resume the service once staff are hired and trained.

Several important areas of focus will be followed by BMHS going forward. We recommend that Community Partners develop and submit an action plan that addresses the specific goals and measurable objectives that can be implemented toward better fidelity overall, prioritizing the fidelity items where ratings have declined or are 3 or below (see Section VIII). We look forward to your response within three weeks of receipt of this final report.

## **VIII. FIDELITY REVIEW TRENDS:**

Comparing the 2015 and 2016 Supported Employment Fidelity reports:

Community Partners conducted a Self-fidelity in September 2015. The BMHS 2016 report had a score of 48 which is 48 points lower than the Community Partners report from 2015 with a score of 96.

Compared to the 2015 report, the BMHS 2016 review noted improvement for:

Section II – Organization:

7. Agency focus on competitive employment
8. Executive Team support for SE

Compared to the 2015 the 2016 review noted lower scores for:

Section I-Staffing:

1. Caseload size
2. Employment services staff
3. Vocational generalists

Section II-Organization:

1. Integration of rehabilitation with mental health through team assignment
2. Integration of rehabilitation with mental health through frequent team member contact
3. Collaboration between employment specialists and Vocational Rehabilitation
4. Vocational unit
5. Role of employment supervisor
6. Zero exclusion criteria

Section III-Services:

1. Work incentives planning
2. Disclosure
4. Rapid job search for competitive job
5. Individualized job search
6. Job development-Frequent employer contact
7. Job development-Quality of employer contact
8. Diversity of job types
10. Competitive jobs



The following table (TABLE 1) compares the overall compares the 2015 Community Partners Self-Fidelity rating with the 2016 BMHS Fidelity assessment scores.

TABLE 1.

<b>I. Staffing</b>	2015 Self-Fidelity	2016 BMHS Fidelity
1. Caseload size	2	1
2. Employment services staff	4	1
3. Vocational generalists	5	1
<b>II. Organization</b>		
1. Integration of rehabilitation with mental health thru team assignment	5	1
2. Integration of rehabilitation with mental health thru frequent team member contact	4	1
3. Collaboration between employment specialists and Vocational Rehabilitation counselors	4	1
4. Vocational unit	4	1
5. Role of employment supervisor	3	1
6. Zero exclusion criteria	3	1
7. Agency focus on competitive employment	3	4
8. Executive team support for SE	1	3
<b>III. Services</b>		
1. Work incentives planning	3	1
2. Disclosure Score:	5	4
3. Ongoing, work-based vocational assessment	4	4
4. Rapid search for competitive job	4	3
5. Individualized job search	5	1
6. Job development—Frequent employer contact	2	1
7. Job development—Quality of employer contact	5	1
8. Diversity of job types	5	3
9. Diversity of employers	5	5
10. Competitive jobs	5	4
11. Individualized follow-along supports	4	1
12. Time-unlimited follow-along supports	3	1
13. Community-based services	5	1
14. Assertive engagement and outreach by integrated treatment team	3	1

## **Supported Employment Compliance/Quality Improvement Plan**

**Caseload Size:** The agency has committed to hiring 4 full time equivalent SE Specialists. This will bring the overall capacity to serve clients with SE services to approximately 95 clients. This meets the Settlement Agreement penetration rate of 18%. This is based on our current eligible caseload of SMI/SPMI/LU of 525 consumers. This level of staffing will bring the program to a “4”.

**Role of Employment Supervisor:** The role of the Employment supervisor at Community Partners has always been a shared role with Developmental Services. This is due to at least 2 factors. One being that there has been only 2 SE Specialists for the CMH program. Fidelity asks for a full time supervisor for every 10 SE specialists and that it should be prorated. Given the size of our eligible population, we should have a .4 FTE supervisor. We currently meet this requirement. The second factor is that we have chosen to have one integrated employment program at Community Partners that serves clients with severe mental illness and clients with developmental disabilities. This has allowed for coordinated job development as well as provided a diverse work force to various community businesses. Our employment supervisor spends many hours working with the various Chambers of Commerce, private civic groups, etc. on job development and the benefits of hiring folks with disabilities. Having one voice and face for the agency has been very well received in the business community.

**Zero Exclusion Criteria:** Since the last review, the agency has taken the following steps: every new employee in BH is trained in the SE EBP principles and practice. We use a combination of Relias learning tools (Dartmouth EBP) and face to face training. The SE Supervisor attended 2 Adult Department meetings in 2015 and 2016. The 2 SE Specialists met with the treatment teams weekly; including taking part in case discussions and clinical dispositions. Starting in January 2017, SE services will be part of an Orientation group offered to new clients. This will be an opportunity for clients to learn more about SE services, including the guiding principles and the benefits of work.

**Agency focus on employment:** The agency continues to develop strategies to address this element. While we currently are engaged in 3 of the 5 fidelity measures in this category (intake includes screening questions about employment and interest in SE, focus on clients with severe mental illness and continuous display of SE information), we have not addressed ways for clients to share work stories with other clients and staff and we have not formalized a process of feeding data regarding competitive employment rates back to agency leadership. The newly established SE/QI committee will be reviewing data monthly and providing summaries to agency leadership, including the BOD. This is slated to start October 2016. In addition, SE success stories will be shared in the monthly client Newsletter that is sent out monthly by the Case Management team. This is slated to start October 2016. The agency has a quarterly staff Newsletter. The SE coordinator has utilized this in the past 2 years to communicate SE principles and stories about employment to staff.

**Executive Team support for SE:** The newly formed SE/QI committee will be addressing the Executive team support for SE. It will schedule self reviews of the program May 2017 and November 2017. This follows the DBH's fidelity review scheduled for November 2016. Additionally, it is currently meeting

weekly (August 2016 through November 2016), and will continue to meet at least monthly starting December 2016. The focus will be on achieving and sustaining high fidelity.

**Work Incentives:** Our SE specialists are not benefits specialists. They are trained in benefits and can guide clients to where advice can be sought. Until June 2016, the agency had a contract with GSIL (Granite State Independent Living) to provide benefits services. GSIL came on site to meet with clients. Now that we have ServiceLink as part of the agency, we have moved this function to the Case Managers in ServiceLink. In order to solidify this relationship, we plan to provide case management to every client enrolled in SE. This will include being paired with a case manager trained in work incentives planning and the clients' case management plan will include a goal/activity focused on benefits counseling.

**Job Development – Frequent Employer contact:** This is a non billable activity/service when the SE specialist interfaces with employers independently of the client. Due to a myriad of issues, we have had to limit the amount of this nonbillable time. As you can see from our self review, we do score a “5” on the Quality of Employer contact.

**Time Unlimited follow along supports:** The committee believes this score is actually higher than what was stated in the 2015 review. The agency offers face to face contact within 1 week of starting a job, within 3 days after starting a job, weekly for the first month and at least monthly for at least a year. Many of our clients have not wanted/agreed to this level of face to face support and have rapidly moved to a step down level of support. Because we were not providing this level of supports to all SE clients, we rated ourselves as a 3. Because we offer fidelity level of supports, we currently rate ourselves a 5.

**Assertive engagement and outreach by integrated team:** since the review in 2015, we have the SE specialists attending weekly meetings, which allows for integrated outreach and engagement. Our EHR allows for various members of a treatment team to document and access clinical information in real time. For example, we have one service plan, which has SE goals and objectives integrated into the document. Furthermore, we have outreach notes that are used by SE specialists as well as other clinical staff. On occasion we have had coordinated visits with the SE specialist and a treatment team member, especially when trying to engage with the client.